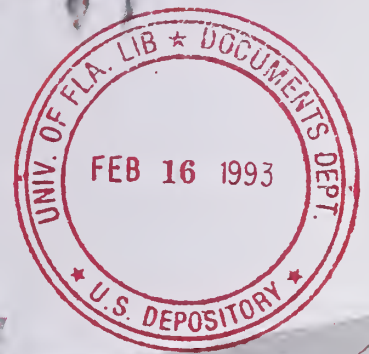


INSCOM JOURNAL



50 years for Arlington Hall
Story on page 21



INSCOM JOURNAL

July-August 1992
Volume 15, No. 6

**INSCOM
COMMANDER**
Maj. Gen. Charles F. Scanlon

DEPUTY COMMANDER
Brig. Gen. Michael M. Schneider

**COMMAND SERGEANT
MAJOR**
CSM Raymond McKnight

CHIEF, PUBLIC AFFAIRS
Lt. Col. John E. Ooley

**COMMAND INFORMATION
OFFICER**
Jeanette D. Lau

EDITOR
Phoebe Russo



INSCOM members attend Memorial Day address.

Features

- 4 **INSCOM's Commander addresses EAC issues**
- 7 **Aviation Detachment deactivates**
- 8 **SMA Kidd delivers Memorial Day message**
- 12 **INSCOM advisor visits field station, offers guidance**
- 14 **INSCOM soldiers are "Whiz Kids"**
- 16 **Russian leader addresses U.S. Congress**
- 20 **711th MI Battalion conducts training**
- 21 **Arlington Hall Station passes mid-century mark**

Departments

- 1 **Commentary**
- 2 **CG's Corner**
- 3 **CSM's Corner**
- 22 **Historian's Corner**
- 24 **Civilian Personnel Info**
- 25 **IG News**
- 26 **Security Reminder**
- 27 **Chaplain's Note**
- 28 **Training**
- 29 **For Your Information**

The *INSCOM Journal* (ISSN 0270-8906) is published monthly by the U.S. Army Intelligence and Security Command, Fort Belvoir, VA 22060-5370. Third class postage paid at Alexandria, VA. POSTMASTER: Send address changes to the *INSCOM Journal*, U.S. Army Intelligence and Security Command. ATTN: IAPA, Fort Belvoir, VA 22060-5370.

The *INSCOM Journal* is the unofficial Command Information publication authorized under the provisions of

AR 360-81. It is produced by photo-offset and serves the members of USAINSCOM and other members of the intelligence community. Circulation is 4,000 copies per issue. Unless otherwise stated, opinions expressed herein do not necessarily represent those of HQ USAINSCOM or Department of the Army. Further, unless stated, *INSCOM Journal* articles are not usually copyrighted and may be reprinted with proper credit given. Articles printed in the *INSCOM Journal* with

the notation "used with permission" will not be reprinted in other publications unless permission is granted by the original source. Manuscripts and photos submitted for publication, or correspondence concerning the *INSCOM Journal* should be mailed to HQ USAINSCOM, ATTN: IAPA, *INSCOM Journal*, Fort Belvoir, VA 22060-5370. Phone: AC 703-806-6325/5326 or DSN 656-5326.

Mourning the “AMIS” departure from Germany

By Guenther Winhauer
“Main Post” Wuerzburg, Germany

Quiet is the parting, or almost silent. A few official speeches, mostly in the district or the county courthouses, are usually soon forgotten. Yet it is happening—slowly, unstopably—the parting with “Our AMIS.”

“AMIS” is the name we gave the first American soldiers who occupied Germany after World War II. It was a two-sided nickname and cultural description. While they didn’t like to hear “AMI” at first, they learned to understand that this description was not meant in a nasty way; it was not a curse. It was a term of friendship, of belonging, of a complete integration into our society.

They were never strangers in our country. They belonged to our daily lives, to scenes on our streets, to our society, just as we did, and, in addition to their political mission, they brought a lot of humanity into our community.

There is no doubt they taught us a couple of things. For 45 years they rolled over our roads, stood bumper to bumper with us in traffic jams and gave us, unnoticeable yet noticeable lessons in driving: How the proud Chrysler, the great street cruiser, would yield the right of way to a little VW Bug; how the Thunderbird would stop—and only the Thunderbird—to allow us to enter the traffic lane; how the Cadillac, possessing six times the power, would hold back, without paying any attention to the pressure from behind to go faster, and keep the speedometer on 50 to 80 kilometers per hour.

How often did they show us their spirit of combat engi-

neering, their willingness to help their neighbors? People should remember that back in the late 1940s and 1950s, some playgrounds and schools would not have been built if the “AMI” had not used their bulldozers and cranes, without being paid, to build them.

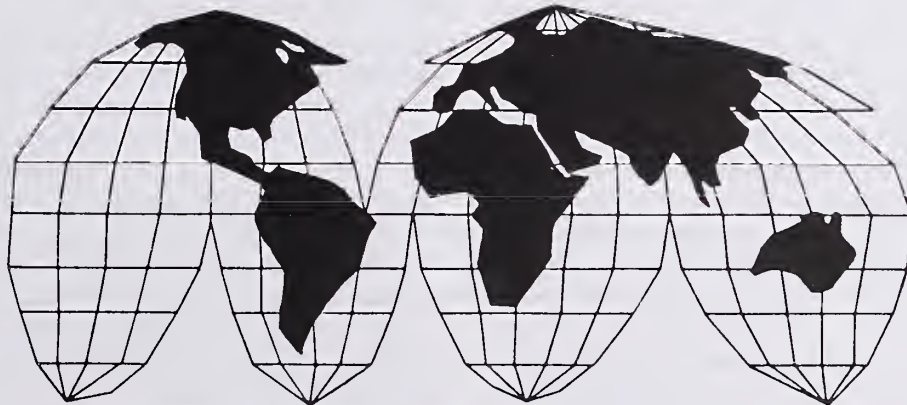
And how many lives have been saved by their self-sacrificing courage? Often it was American soldiers who didn’t give a second thought to risking their lives to save Germans from burning automobile crashes. Theirs was the spirit that once took American settlers on a path fraught with many dangers, over the Mississippi to the West.

But now the Kasernes are emptying, and the fewer Americans to be seen on the streets show us how it will and must be. The long parting has begun, and eventually the day will come when we will notice that something around us is missing—our old friend, the “AMI.”

(Translated by SSgt. Edgar Stitt from the Wuerzburg, Germany “Main Post.”

ARNEWS

Editor’s note: This item first appeared in the February 1 issue of the “Main Post” in Wuerzburg, Germany. Many American soldiers and their families who served in Germany during the cold war years returned with warm memories of the place and its people. They should know that many Germans also have fond memories of the Americans who lived among them.



Commander's Corner

Major General Commanding

Charles F. Scanlon

Total Quality Management, or TQM, is coming to INSCOM.

TQM has a lot to offer. The INSCOM implementation plan calls for many training initiatives and the ability to draw upon additional sources of advice so that we will have a basic understanding and appreciation for the widely heralded management dynamics of building total quality into everything we do.

Total Army Quality (TAQ) is the Army approach to TQM. It allows leaders at all levels to use management techniques that ensure the Army will maintain its capabilities as a strategic force and continuously improve those capabilities. TAQ can be a great force multiplier.

The precepts of the TAQ philosophy are leadership, customer satisfaction, teamwork and continuous improvement. The basic concept of complete quality in the way we do business demands that we embrace a new way of thinking. The TQM initiative is actually a new work culture. The goal of total quality will not be achieved overnight, but once in place, it offers significant payback.

TQM zeroes in on the continuous improvement of *processes* within an organization. We will learn a lot about processes and how improving them results in better materials and services supplied, improved efficiency within our organization, and recognition of who our "customers" are and how to meet their needs. We will discover some interesting, and possibly surprising, things about customers as we become more and more acquainted with the total quality concept.

Unlike many other Army organizations, the term "customer" is commonly used with respect to intelligence operations. But like other Army organizations, INSCOM must continue to remind itself that all of our customers are entitled to total quality service and products.

As stated in our INSCOM motto, *Mission First, People Always*, a quality force is achieved with appropriate military and civilian training and opportunities for professional development, recognition, and rewards. No one is more familiar, knowledgeable and experienced with the work processes than those who use them. Recognition of individual talents and skills encourages individuals to identify ways to improve their work processes, solve problems, and become more productive.

TQM, however, encompasses more than the single goal of greater productivity. The goal of *quality* is the driving force that moves our quest for continuous improvement in our work



processes. When quality is built into all we do, we provide added value to INSCOM's overall accomplishments. Certainly, productivity is an ingredient in the TQM recipe, but the finished product is a combination of many ingredients.

Achieving complete quality does not happen immediately. It isn't just a matter of announcing that INSCOM now follows the precepts of Total Quality Management. We need to take the time and provide the resources needed to ensure that each employee has the relevant skills, the proper training, and the best tools to do the right thing, and do it right—the first time.

The catalyst of the entire improvement process is the commitment of resources to improve the day-to-day functional processes in the organization. This commitment must be real and honest, and must define a set of values and priorities and a pattern of positive action at all levels. Until these essentials are achieved, little or nothing will happen.

INSCOM leaders are scheduled to complete the Executive TQM training in November 1992. From that, we will have crafted a "vision," as well as an overall plan for putting in place the necessary infrastructure and training for INSCOM.

All of us, military and civilian alike, can and should be active players in achieving the goals embodied in TQM/TQA. In doing so, we not only put "mission first," but contribute to its continuous improvement and success.

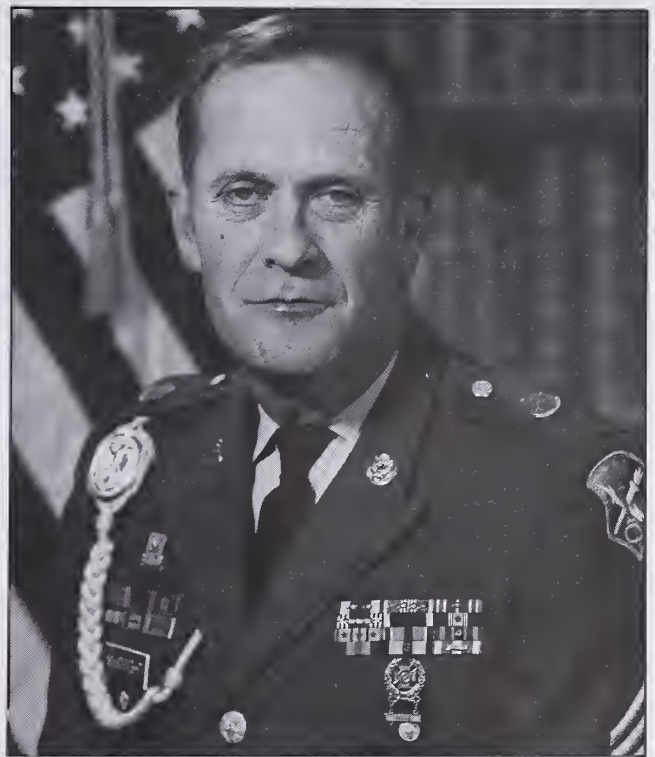
Our vision will be the lodestar that guides us in achieving total quality. This becomes increasingly important as the military continues to restructure, transition and reshape its resources, in people and dollars and facilities.

We need to identify and respond to the need for change. The years ahead will continue to provide challenges that can be turned into opportunities if we follow the concept of Total Quality Management: Doing the right thing, right the first time, right every time, always striving for quality, and always satisfying the customer.

Mission First . . . People Always.

AIDS continues to kill

Raymond McKnight
Command Sergeant Major
INSCOM



The acquired immunodeficiency syndrome (AIDS) was identified in 1981. The Army conducted extensive training alerting all soldiers to the behavioral patterns that could expose them to this disease. AIDS was discussed in the classroom, the work place, and the field. Human immunodeficiency virus (HIV) exposure was the topic of discussion for all soldiers, civilians, and family members. Several years have passed since the Army's initial emphasis and it is very important for us to continue our educational effort.

Every soldier is required to attend four hours of annual HIV training and testing. None of us are immune from this disease. According to statistics released by the Walter Reed Army Institute of Research, more than one American dies every 15 minutes from AIDS. By 1997, more Americans will die from AIDS-related disease than were lost in the past four wars. The total number of battle deaths from the Vietnam War is being matched in a year's time from this disease. Statistics like these make it increasingly likely that AIDS will affect your life in some way.

The Army is one of the world leaders in the research, treatment, and control of this disease. Although progress has been made, 15 percent of the patients with AIDS will die within two years of contracting the disease.

Prevention is the only cure for AIDS. This is why HIV training is mandatory for all soldiers. The rate of infection is increasing among the civilian and military populations. We MUST increase our emphasis on education and lifestyle modification.

I believe every soldier, civilian, and family member can help stop the spread of this deadly disease. When we became aware of AIDS and its impact, we all did one significant thing; we talked to each other, both one-on-one and in groups.

As leaders, we cannot shun the responsibility of educating our soldiers. We need to share our concerns and show others we care about their health and well-being. We must try to convince our fellow soldiers, civilians, and family members about the importance of proper prevention and low risk behavior.

The sadness of losing a comrade to this disease is more than we should be willing to accept. It is time we treated AIDS with more emphasis than we applied to help eliminate problems such as alcohol abuse and sexual discrimination. Soldiers guilty of those offenses often conformed fearing its impact on their military careers. We are now faced with an issue which ends more than a career; it ends a life. Whether it is a soldier, family member, or civilian, I know through education, communication, and caring we can make a difference and help save lives.

Soldiers have always sacrificed their lives for their fellow human being. As soldiers, we have an opportunity and an obligation to help save lives through continuous communication on this life-and-death issue.

One of the saddest days of my life occurred while I was present at an Army hospital when one of our INSCOM soldiers died from complications which resulted from the AIDS virus. Just prior to death, we were able to medically retire him. The experience of being unable to help while our soldier died of a preventable disease is one that will always be with me. We all lost a comrade that day. As your Command Sergeant Major, I urge each of you to make communication, training, and leadership your number one priority and help prevent the loss of another soldier, civilian, or family member to this deadly disease.

INSCOM's COMMANDER ADDRESSES EAC ISSUES

"INSCOM is the facilitator between the national level producer and the warfighter on the ground, demanding the most current and best intelligence possible. We also provide a quick reaction capability for detailed analysis of high priority issues."

By Major General Charles F. Scanlon

Our Nation is the only superpower left on the world stage. America's military has won decisive engagements including the lightning defeat of the fourth largest standing army in the world. And we can claim with pride total victory in the Cold War, in which America inexorably relegated an oppressive regime to the dustbin of history.

The defeat of communism has changed the world radically. As nations reemerge from behind the tattered Iron Curtain, the political alliances and traditional threats we've known for decades are shifting. Old enemies, subjects of much of our warfighting doctrine, now petition us for membership in our most venerable defense alliances.

We have learned from history, though, that Hitlers, Stalins, and Husseins are inevitable products of human existence. And we must always be prepared to deal with them. In spite of the positive changes, the world remains a dangerous place.

A degree of uncertainty shrouds the globe, bringing with it a new set of intelligence challenges. CIA Director Robert M. Gates recently said: "In truth, the world is even smaller today . . . The nationalist, ethnic, border, and resource conflicts of a long ago world have survived the ravages of 80 years of revolution and war to confront us anew...it is our responsibility to forewarn, to anticipate events, to try to make sense out of a kaleidoscopic world, to try to help the policymaker understand developments and thus act effectively."

Clearly, the Army and the intelligence community must take on an increased level of involvement. This will manifest itself in efforts such as leveraging and melding intelligence

activities at echelons above corps (EAC) with National Intelligence capabilities.

Future of MI

Recent internal events have influenced the Army's present MI posture. These include the QUICKSILVER and VAN-GUARD special studies (which addressed force structure), DESERT STORM lessons learned, and the MI Relook which examined our ongoing efforts to ensure wise future planning.

Within the larger defense establishment, the Goldwater-Nichols Defense Reorganization Act and the Defense Intelligence Reorganizations Study have had profound impacts. These have woven the role of MI into the fabric of command throughout the services. Further changes may be in the wings as Congress begins deliberations on the Boren Bill, with its far-reaching impact on the overall U.S. intelligence community.

All of these factors will shape the future of MI. The structure of INSCOM has already changed. Proposed downsizing calls for a 25 percent reduction in INSCOM's size. However, our overall mission of providing multidiscipline intelligence support to operational and tactical commands and satisfying national and departmental taskings has changed very little. In fact, in some areas, missions have increased.

INSCOM is the Army's operational level MACOM for intelligence. We are the service HUMINT agency, the service production agency, the service cryptologic element, as well as the Army manager and operator for foreign CI. We have

the world-wide mission of intelligence and electronic warfare support to Headquarters, DA; theater and field army commanders in chief; other major Army commands and designated DOD agencies; and warfighters at corps and below. Our focus is to support military operations and planning at the operational level. Future doctrine demands that corps and below Army intelligence units have a robust organic capability. But they also need support from INSCOM. This doctrinal application of EAC intelligence proved itself during DESERT STORM.

Evolutionary processes are difficult. But the Army, and MI, can use evolution to support the strategic power projection mission. We can refine doctrine and field new intelligence systems to provide commanders, at all echelons, an unprecedented view of the battlefield.

A System of Systems

The most significant change is to our doctrine. It now dictates that Army intelligence operate as a "system of systems" to support joint task forces, theater components, and Army corps. That continues as the focus of INSCOM's overarching EAC intelligence support. However, we must not neglect INSCOM's support to national intelligence requirements.

Army Chief of Staff General Gordon R. Sullivan explains: The emerging force will be largely CONUS-based with a relatively small forward presence in Europe, Northeast Asia, the Middle East, and North Africa. Army force structure will be smaller and organized as a strategic contingency force rather than the more familiar forwardly deployed mode. "For decades," General Sullivan points out, "we have been a 'containment' Army—we are now a crisis response Army." Even with doctrine changes, INSCOM continues to be the alerting trip wire on the road to any crisis.

Our future Army will be a rapidly deployable and extremely lethal force. It will be tailored to meet the enemy in a variety of scenarios, anywhere in the world. This places a new premium on flexibility. Therefore, we in Army Intelligence must prepare to counter and respond to any threat. Threats range from the simple to the most advanced technologies, any place in the world, and across the broad spectrum of war.

The shift in strategy from forward deployment to forward presence will present fewer opportunities for intelligence units to work directly against overseas threats. But collection opportunities will increase through remote signals collection, CONUS-based HUMINT operations, and as an adjunct to training and readiness exercises. We must always be prepared to seize intelligence collection and analysis opportunities.

All intelligence disciplines, at every level of command, must become more synchronized with other battlefield operating systems. New technology allows us to target, to produce accurate intelligence and to interact dynamically with other battlefield systems. We must make sure we remain on the cutting edge of technology. Only by leveraging emerging technologies can we provide a seamless flow of intelligence from the National Command Authority down to the brigade task force level.

To succeed, we need flexible, long range, reliable, and robust communications. Our friends in the Army signal community are hard at work developing these systems. They know that standardization and interoperability are keys to future MI success at EAC.

The Technology Initiative

To seize and keep the technology initiative, we need to develop open architecture designs that allow our capabilities to evolve alongside new technology. We must continue to make high-payoff, leap-ahead technological advances. By using Non-Development Item procurement, we can accelerate our technological advantages.

"All intelligence disciplines, at every level of command, must become more synchronized with other battlefield operating systems."

Nevertheless, the evolution taking place in our MI requirements and capabilities must be disciplined. We must balance new technology against our short- and long-term needs and sustain a viable intelligence system. To maintain our technological overmatch on the battlefield, we must keep the technology base focused squarely on our warfighting needs.

We must give the future force the capability to know, see, and sense (with confidence) where the enemy is throughout the depth of the extended battlefield. Therefore, as EAC moves along the continuum of change, greater leverage of national systems will become even more crucial. Corps, EAC, and national technical means will be the primary deep-looking systems for theater and corps.

EAC MI Brigades

MI is a force multiplier. It provides timely, reliable information that enables commanders to shape battlefield forces with maximum effectiveness at minimum risk. The INSCOM theater MI brigades expedite corps and army component access to national intelligence of unique Army interest. INSCOM is the facilitator between the national level producer and the warfight on the ground, demanding the most current and best intelligence possible. We also provide a quick reaction capability for detailed analysis of high priority issues.

"The MI community faces challenging times, but we must make sure tomorrow's Army will have the best MI systems we can devise."

We are tailoring INSCOM EAC MI brigades to either regional or functional missions. Fort Monmouth's 513th MI Brigade is being reformed for rapid global force projection. Commanded by Colonel Bill Robeson, the brigade already has unique equipment and skills not found elsewhere in MI. During DESERT STORM, other INSCOM assets augmented the 513th, molding it into a formidable battlefield MI presence. This brigade has a continuing relationship with the Power Projection Corps, ARCENT, and the associated Joint Intelligence Centers.

Our INSCOM theater EAC MI brigades will have similar relationships with their affiliated corps and Joint Intelligence Centers. They will be regionally tailored to support the theater army. This includes—

- Support to the Pacific region from the 500th MI Brigade, commanded by Colonel Tom Fergusson at Camp Zama, Japan, and the 501st MI Brigade in Seoul, Korea, commanded by Colonel Joe Stroud.

- European support from the 66th MI Brigade currently located in Munich, Germany, and commanded by Colonel Jim King.

- SOUTHCOM/U.S. Army South support from the 470th MI Brigade, in Corozal, Panama, commanded by Colonel Dave Young.

The strategic and operational intelligence activities these EAC brigades perform assist in monitoring and covering tactical forces during deployment, and focus on the fighting commander's immediate intelligence needs. Corps must always be able to get the information they need from Army EAC (or joint and combined headquarters) through synergistic, melded intelligence capabilities.

Corps MI Support Element

We are evaluating a new methodology involving the Corps MI Support Element (CMISE) that would blend our intelligence assets. As envisioned, the CMISE is a small staff of military and civilian INSCOM experts who help the corps get needed EAC and national intelligence support. We need to expand corps capability for an integrated intelligence effort and depth of expertise in collection, production, and dissemination. This would allow us to leverage a host of intelligence capabilities, including INSCOM and departmental and national agencies. During crises, the CMISE would monitor the corps area of interest while the corps deploys. As we strive

to refine and enhance the Army EAC structure, the concept of CMISE is one of several under consideration.

Training and Doctrine Integration Detachment

To deal with the complexities of EAC issues INSCOM has established a training and doctrine integration detachment at the Intelligence Center at Fort Huachuca. These EAC subject matter experts, led by Colonel Dave Vore, make up the Intelligence Training and Doctrine (ITRAD) Support Detachment. They work side-by-side with school personnel in the professional development of MI officers. The ITRAD makes sure critical EAC organizational, training, and equipment requirements are folded into the School's manuals, POIs, and concepts. The ITRAD is our commitment to the concept that school and field are partners in the continuing development of EAC intelligence doctrine.

The MI community faces challenging times, but we must make sure tomorrow's Army will have the best MI systems we can devise. INSCOM personnel worldwide are totally committed to this task.

Speaking at the CIA, President George Bush said, "... intelligence remains our basic national instrument for anticipating danger—military, political, and economic. Intelligence is and always will be our first line of defense . . ." These are inspiring words from a Commander in Chief who has a track record as a key member of the intelligence community. Those of us in this line of work echo the President's words: In the best of times or the worst of times, intelligence does, indeed, remain as America's first line of defense.

Major General Charles F. Scanlon assumed command of INSCOM in 1990. He was commissioned a second lieutenant from the University of Florida. He holds a masters degree from the University of Hawaii and has completed graduate work at Penn State and Harvard. His military education includes the U.S. Army Command and General Staff College, the Naval War College, and the Joint Warfighters Course for Flag Officers. He was assigned to INSCOM in 1980 as the DCSOPS. He subsequently served as Executive to the ACSI, HQ, U.S. Army. Upon his promotion to brigadier general, he became INSCOM Deputy Commander for Support. In 1985, he was selected as the Deputy Commanding General for INSCOM.

(Editor's note: This article was taken from the *Military Intelligence Magazine*, publication of Fort Huachuca, Ariz., April-June 1992 issue.)

Aviation Detachment deactivates

By Sgt. T.K. Gilmore
701st MI Bde

The hangar was cold, brightly lit and echoed as the soldiers involved moved about in preparation. The stark lighting was reflected off the dark green UH-1 helicopters that were seemingly in a formation of their own . . . waiting silently, with propellers straight forward as though saluting the small group of soldiers that soon formed in front of them.

With a melancholy feel, one could have quipped, 'Hey, what can stay in the air over 96 weeks, 7-days-a-week, 24-hours-a-day and can go the equivalent of the distance around the equator over 66 times without having an accident?'

The Aviation Detachment, 711th Military Intelligence Battalion, 701st Military Intelligence Brigade, that's what. Okay, maybe they didn't do it all at once, as a matter of fact, it took over 20 years to accumulate these figures. And now a history is all the Aviation Detachment has, as they were deactivated on March 16.

From July of 1971 to the date they were taken off their active mission, the Detachment flew over 16,150 hours, covering over 1,650,000 (statute) miles throughout Germany and Europe.

But the unbelievable portion of their history was the clean safety record the personnel were able to maintain throughout the year . . . only one of three units in USAREUR history to achieve and exceed 20 years of accident-free flight operations.

During the farewell ceremony held inside the hangar at Gablingen, a group assembled to witness history in the making. Yet another sign of the drawdown, the Aviation Detachment personnel will be reassigned elsewhere.

The personnel standing in the formation with three helicopters silhouetted behind them, represented 10 individual Military Occupational Specialties; emphasizing unity and a cross-section of expertise that made the mission a continual success.

"When our Brigade and our Command needed you, you were there," Col. Donald Kerrick, 701st MI Brigade commander said during the ceremony. "You couldn't have done it better . . . without you, we could not have maintained the level of readiness that we have maintained . . ."

Col. Alan Fox, community commander referred to the detachment as an "asset" and a "resource," saying "Thanks for a job well done." Fox then presented Maj. Jeffrey Long, Avia-

tion Detachment commander, with a certificate and a newly minted Brigade coin, expressing his thanks on behalf of the community's past and present commanders and stating ". . . appreciate what you have done . . . you'll be sorely missed."

Echoing the pride that Kerrick also mentioned in regard to the detachment, Lt. Col. John Gentry, commander, 711th MI Battalion made his remarks. Gentry named many of the soldiers of the detachment and emphasized all the experience, personal commitment and devotion to duty that made the soldiers of the detachment such a successful team.

"Like all units, they arrived as individuals, but did not remain individuals for long . . ." Gentry said of their camaraderie. ". . . failure of one soldier . . . could have had a disastrous affect . . ."



Final remarks were made by Long, whose emotion could not be squelched. He simply stated, "It's been a privilege leading this detachment . . . a pleasure serving here." Stepping off with pride, Long then took his position in front of his soldiers one final time.

Breaking the air of finality, Kerrick smiled and gestured towards the helicopters, asking of Long, "Which one of the three do I get to keep?" Instead, Kerrick was presented a plaque, which will be displayed within the walls of FSA with pride. (A much more suitable gift with our space restrictions.)

Following the ceremony, the vent was wrapped up with refreshments and conversation. As the gathering filtered back to their respective places of duty, the helicopters remained positioned, continuing to create the air of pride and a feeling of stability in an atmosphere that seems to change from day to day as more pages are added to our history books.



SMA Richard A. Kidd reflects on the sacrifices made by U.S. Servicemen. (U.S. Army Photo)

SMA Kidd delivers Memorial Day message

By Jeanette Lau
INSCOM, PAO

The INSCOM Headquarters Memorial Day Retreat Ceremony binds INSCOM Headquarters soldiers, civilians, and their families to a tradition remembered throughout the Army. On May 22, 1992, in front of the Nolan Building on Fort Belvoir, Va., members of the INSCOM family and special guests gathered to listen to guest speaker Sergeant Major of the Army Richard A. Kidd speak and pause to reflect

upon the sacrifices made by those for which the holiday honors.

Providing a focus for the ceremony, Sergeant Major of the Army Kidd asked the crowd to remember the heroes of World War II. Echoing the President's words, he remembered their sacrifice as part of a "titanic contest for America's future."

Memories of Vietnam and the journey of a nation to come to terms with that war were evoked as the Sergeant Major of the Army spoke of the Vietnam Memorial in Washington, D.C. and the three soldiers who stand guard over the "wall" which creates the memorial.

"We salute them all, and renew our resolve never to forget them," said Sergeant Major of the Army Kidd about those who have fallen in defense of our country. As the Army's top NCO concluded his remarks, SSgt. Michael Hayes, Ms. Barbara Auth, Mrs. Parrelle Schneider and SGM (Ret) Walter Dick, representing INSCOM's active duty military, civilians, family members and retirees, placed a wreath at the foot of the memorial statue.

As in ceremonies of the past, taps retreat brought an end to the program. On this afternoon, with skies and a light breeze ruffling the flag as it made its way into the waiting hands of the flag detail, the battlefields of past wars seemed far away — but the memory of their heroes remains as echoes in history— lest we forget.



MP SGT James G. Henderson, a member of the ceremonial firing battery, presents arms, as the American flag is being lowered. (U.S. Army Photo)



A wreath was placed on the NCO Memorial during the course of the ceremony. The NCO Memorial honors those Army Security Agency soldiers who died in combat from 1950 through 1973 in the Vietnam and Korean Wars, and in the Dominican Republic intervention. (U.S. Army Photo)





Opposite page:

(Top photo, from left)—Lt. Gen. Potts (Ret.), Maj. Gen. Charles F. Scanlon, Mrs. Scanlon, Maj. Gen. Pfister, Mrs. Pfister and guests listen to remarks by SMA Kidd.

(Bottom photo, from left)—SFC Ralph Schwartz, SGM Durwood Trammell, SMA Richard Kidd follow CSM Raymond McKnight to their positions as the ceremony begins.

This page:

(Left photo, from left)—SSgt. Michael Hayes, Mrs. Pamela Schneider and Ms. Barbara Auth begin the wreathlaying portion of the ceremony.

(Bottom photo)—The lowering of the flag by the MPs brings the ceremony to an end.

(U.S. Army photos)



INSCOM advisor visits field station, offers guidance

By Sgt. T. K. Gilmore
701st MI Brigade

His demeanor is candid and friendly, his smile quick and sincere, he has been a soldier for 27 years...but he is not your "average guy."

As a matter of fact, since he has served as an Equal Opportunity Advisor for the last 20 years or so, MSG Samuel Ramseur, INSCOM EOA might be a bit offended if you tried to categorize him.

Operating out of the DCSPER at Fort Belvoir, Va., Ramseur, who visited Augsburg recently, serves as the manager of the commander's EO program at INSCOM level.

In regards to EO and the Military Intelligence field, Ramseur said that in assignments such as FSA, our behavior is more "closely scrutinized," thus causing soldiers in this type of atmosphere to be aware of their behavior. In regards to the EO climate in our Brigade, Ramseur said this awareness "spills over in everything that we do."

"Behavior is what is believable," Ramseur said of INSCOM and the 701st MI Brigade.

"EO is leadership and the command climate here is excellent... the commander is actively involved" in the EO program, Ramseur added.

Admitting that there is still some prejudice and unequal treatment in the Army, Ramseur went on to say that the EO program is continually changing to address the issues of today.

"We cannot look at the issues back in the early 80s, for example, and use them as a basis for today's climate," Ramseur said, explaining the need for continual change.

Ramseur went on to explain that in reference to the Equal Opportunity issues such as racism and other forms of discrimination, "there is no gray area, they are clearly defined." The definitions make for easy identification, except when dealing with sexual harassment.

Sexual harassment is up to the "individual involved," Ramseur explained. Where one person may feel a certain type of behavior is acceptable, another may see blatant sexual harassment. Thus, this particular area of EO remains difficult to some on what is acceptable and what is not, simply because it is up to each individual.

Sexual static is another issue Ramseur raised, as it is "wherever men and women are together." As an example, telling a soldier of the opposite gender that they are attractive or asking them to lunch may seem innocent to some, while

others may feel the person is trying to send another type of message.

"Sexual static is still a hard task because it is determined by the individual," he said.



MSG Samuel Ramseur

In comparison, much like recent cases brought to light through heavy media coverage, Ramseur stressed the fact that the Army is well ahead of our civilian counterparts.

The Army is "30 years ahead of society," Ramseur said, citing an example when he visited a school and found they were teaching the staff what the Army had been teaching leaders 20 years ago.

While discussing the media cases, Ramseur remarked on the fact that timeliness was an issue... why would someone

wait a period of time to say they were being harassed and so forth?

Ramseur stated that time can pass when an individual tries to handle situations on their own, only to find out that it gets out of hand and they have to report the problem. Months may have passed, and each case needs to be looked at individually, without preconceived notions of what may have taken place, i.e. an affair gone sour.

Training is a major defense in this type of situation as soldiers can be taught how to document things and "follow the right steps." Thus, commanders and leaders are taught to understand that "yes, it can take time . . . be sensitive even if time has passed."

The drawdown continues to affect soldiers due to immense stress. Ramseur stated that the stress can "manifest itself in many ways." This includes behavior that may be construed as prejudicial or discriminating. And although this may be the case, Ramseur also pointed out, that if you look at the situation with this in mind, and "any problem can become an EO problem . . . if you look at things from that angle."

Ramseur suggests that the lower level commands offer "small-group sessions" to "talk about issues."

He went on to say that we "tend to talk AT to each other, a lack of communication lets things grow out of hand."

Explaining that one of the reasons he was visiting Augsburg was to emphasize the need to "push through to lower levels—refine how we (EO) do things. Because if people are satisfied . . . the mission will get accomplished."

Ramseur also emphasized the need to tell the soldiers the truth because "they can find out if you are giving them a song and dance . . . and that can ruin your credibility."

When asked whether the fact that many of us are much more aware of our background and ethnicity makes the EOA's job any easier or if that knowledge is just more intimidating, Ramseur pointed out that while everyone else is getting educated the "bigots also get educated."

Comparing it to many aspects of Army life, Ramseur said that as "our system gets more technical . . . we (EO) get more technical."

Having heard the routine questions asked this past February and addressed in the Stars and Stripes opinion column, the next point addressed to Ramseur was the issue of recognition for certain ethnic backgrounds, i.e. Black History Month.

Ramseur said his first response to someone raising this issue is to ask if the person inquiring wants to sponsor the recognition . . . prepare the memorandums of request through the command, plan the events and ensure that all demographics are covered and so forth. "The person usually drops it right there," he said.

But to further explain the reasoning, Ramseur pointed out that most of us are educated under a "mainstream history" program. We learn the basic history that has been put into the books. The cultural recognitions are an attempt to educate people of different backgrounds on accomplishments and achievements of other groups that they may not have learned in their education process.

"Have we been successful?" Ramseur asks rhetorically, pointing out that when these observances are provided, it is usually people of the culture or group that attends, and not those who need the education and experience. Ramseur said that this may be an area that needs attention in the future.

Also the fact that periodic observances may have short-term impact, Ramseur mentioned the possible need for routine recognition as it may have a better chance of being retained.

Along the same line of education, Ramseur called the Department of Defense Dependent School system a "trend setter," expressing pleasure in the fact that these educators were able to see the need for teaching on broader subjects, thus the curriculum was expanded to do so.

In comparison, a recent article in the Stars and Stripes reported an upsetting result of surveys showing America's

Training is a major defense in this type of situation; as soldiers can be taught how to document things and "follow the right steps." Thus, commanders and leaders are taught to understand that "yes, it can take time . . . be sensitive even if time has passed."

young putting distinctive barriers between ethnic backgrounds. Ramseur pointed out that the Army "forces change."

Because our military lifestyle is constantly changing, Ramseur believes that "our children adapt better . . . on the outside it is completely different."

Over the years, Ramseur has noted the turmoil within the U.S. appears to move in cycles . . . although the reactions and behavior differ, our culture seems to move up and down on the racial climate scale.

"The things that cause us turmoil . . . make us better," he stated. "And our (the Army's) is not perfect . . . but it's the best thing going." Ramseur said of the military atmosphere.

Overall, Ramseur feels the climate within INSCOM is a healthy one with a great deal of command support. Noting that some may believe that if a unit is shown to have EO complaints, it must have problems . . . Ramseur said that complaints only show the trust soldiers have for the command; believing that their command will act upon the situations.

In years past, a person putting in a complaint in regard to equal opportunity was looked upon as a trouble maker of sorts; but today, Ramseur said the people at all levels are more open and asking questions or clarifying actions is now acceptable.

With the opportunity to leave our Brigade with a thought, Ramseur had only this to say:

"You always must maintain open communication . . . it is the simplest thing to say and the hardest to accomplish."

INSCOM soldiers are "Whiz Kids"

By Deborah Sellers
INSCOM, IAOPS-H-C

This is how Mr. Victor Hurtado, Tour Manager, describes SSgt. Ricky W. Slone of the 703rd MI Brigade and Spec. Ronald D. Smith of Headquarters INSCOM. The 1992 Soldier Show is built around the theme, "Celebrate America." In providing entertainment "for the soldier, by the soldier," the show achieves its purpose of entertaining young soldiers—predominately Basic Training recruits and Advanced Individual Training (AIT) students—at various Army posts throughout the country. This year, for the first time since 1988, the show will also spend one month in Korea.

Slone and Smith's achievements are even more astonishing because they both seem far too young to have accomplished so much. Slone has already produced three country music albums which have made the Billboard charts. Slone will be singing and playing his guitar in the show, and two of the songs he wrote will be featured: "I am a Soldier" and "God Bless America for Me." Smith's role, on the other hand, is production stage manager. It is amazing that such a young person would be given this responsibility, but his training and experience have prepared him for such an opportunity.

Both Slone and Smith began their musical and dramatic art careers while still children. When he was only ten years old, Slone and his nine-year old brother, Roger, played their guitars and sang on a television show. At about the same age,

Smith was performing in an operatic group in Germany, where he lived with his family. He recalls taking the train for an hour and a half each way, every week, to attend rehearsals.

Slone says that his interest in music began because his grandfather had a country music band. He would often sing along and play his guitar with the band while they were practicing. He remembers once his grandfather called him and his brother onstage to play. Slone recalls looking out on the crowd and feeling scared. But as soon as they started to play, he forgot about his stage fright and started hamming it up. He performed throughout adolescence, with a brief respite in high school when social life took precedence over music, and then began performing professionally with a band in nightclubs. He recalls his time on the road as a fun time, but a wild time, and in some ways a difficult time. Slone says he is glad he decided to go into the Army, because it gave him some discipline. Being in military intelligence, he looks forward to seeing many of his friends during the show's tour. This year's show will visit Fort Devens and Fort Huachuca.

"I'm happy to have had the opportunity to write songs and sing," said Slone, as he talked about the stop the show will make in Nashville, Tennessee. "Going to Nashville is an humbling experience. You find out there are so many musicians and singers who are so much better than you. Even the person



SSgt. Ricky Slone (center) is joined by fellow cast members in a medley of country classics. As lead singer for the country segment, Slone entertained the audience with a variety of contemporary country hits. (Photo by Jose Santa Cruz)

waiting on you in a fast food restaurant may be a singer or a musician. It's an extremely competitive business."

Smith is the Soldier Show production stage manager. This is a special position created for him this year. He toured with the show for part of last year as the stage manager, joining the show directly after AIT at Fort Gordon where he learned about electronics and was trained as a central switching repairman.

During the off-season, Smith worked on set design, organized the music library, and maintained the archives. Additionally, he has catalogued and listened to all of the audition videotapes. "It was amazing to compare the audition videotape with the reaudition in-person and to hear some vocal qualities which were not apparent on tape. This gave us some good ideas about vocal range and vocal style which we then used to select the right music for each performer," said Smith.

Smith's involvement with the theater began when he was ten, with the Coburg Opera, in Germany. About that same time he was also acting with the Army Community Theater. At 14, he directed his first production, "Dial M for Murder." This was an Army community theater production in Bamberg, Germany with an all-adult cast, including two who had appeared on Broadway.

While attending Lafayette High School in Lexington, Kentucky, Smith was in every play the school put on, in addition to being extremely active in student government. He played the lead, Elwood P. Dowd, in "Harvey."

Smith has undergraduate degrees in math, sociology and drama, from Transylvania University, and a masters in dramatic theory, from the University of Kentucky. While at the University of Kentucky, he had the unprecedented opportunity, as a student, to direct main-stage productions: "Crimes of the Heart," "Talking With," "The Brick and the Rose," "Adaptation," and several cabarets.

Smith's goal is to be a director and, from all available evidence, he is well on his way toward achieving that goal! As to the goals in his personal life, Smith recently became engaged to marry Constance Campbell, a member of the Soldier Show wardrobe crew.

Slone says he likes the Army. That is, he likes the Army now; basic training was a big adjustment for him and, incidentally, provided the material for his song, "I am a Soldier." It is a humorous portrayal of a young man's experiences with a recruiter and a drill sergeant, and what he must experience to finally reach the point where he can proudly state, "I am a Soldier."

"The Army has been good to me," said Slone. What he has enjoyed most is the chance to meet so many different people. "It really broadens your horizons."

Smith agrees and talks about other advantages of Army life. His father, Ronald D. Smith Sr., was a winner of the Sgt. Morales Award and is a retired master sergeant, with 21 years service. He had a strong influence on Smith's decision to join the Army. People have asked Smith about this decision, in view of his directing experience, talent and advanced degree. Smith has been very satisfied with his decision and feels it was the right choice for him. Both Slone and Smith will make

good spokesmen or ambassadors for the Army, as members of the Army Soldier Show.

Another advantage of military service that both talk about is that it has enabled them to pursue their musical interests on a part-time basis. Knowing from experience how difficult it is to make a living by performing, both Smith and Slone point out that being in the service has taken a bit of the pressure off, because their military duties ensure they have a full-time paycheck. While working their regular Army jobs, they still have time to sing, write songs, or be involved in musical or dramatic productions.



SSgt. Ricky Slone (left) and SP4 Ronald Smith exchange ideas on creative interpretation of a song. (Photo by Jose Santa Cruz)

Both strive for a balance between their military vocation and their musical avocation. Slone was offered the opportunity to play in a club in Hawaii, but it would have been six nights a week. He felt that was too much, as it would leave him no free time. Smith also had an exciting opportunity to participate in the production of a movie. But it would have taken him away from his unit for too long, so he declined.

When asked about how he gets the inspiration for his songs, Slone says that there are times when he doesn't think of a tune or lyrics for several months, and then all at once he thinks of one thing right after the other. He says the Soldier Show environment is artistically stimulating, being with people who love to sing and play music and express their art.

In remembering his first night at Fort Belvoir, before rehearsals began, Slone said everyone was a little bit homesick, but they were "hanging out" outside, singing and playing music. Slone tried to go to sleep but couldn't so he said, "I might as well go join them," and went and got his guitar. These soldiers have not stopped singing, playing and performing since, and will be bringing this infectious enthusiasm and vitality to Army posts across the country and to Korea.

Russian leader addresses U.S. Congress

ADDRESS BY BORIS N. YELTSIN PRESIDENT OF THE RUSSIAN FEDERATION TO THE JOINT SESSION OF U.S. CONGRESS

Unofficial Translation

**Mr. Speaker, Mr. President,
Members of Congress,
Ladies and Gentlemen,**

I have the high honor to address the Congress of the great land of freedom as the first freely and popularly elected President, as a citizen of a great country which has made its choice in favor of liberty and democracy.

For many years our two countries were the two poles, the two opposites.

They wanted to make us implacable enemies. That affected the destinies of the world in a most tragic way.

The world was shaken by the storms of confrontation. It was close to exploding, close to perishing beyond salvation.

That evil scenario is becoming a thing of the past. Reason begins to triumph over madness. Human nature begins to triumph over inhumanity.

We have left behind the period when America and Russia looked at each other through gun sights, ready to pull the trigger at any time.

Despite what we saw in the well-known American film "The Day After" it can be said today: Tomorrow will be a day of peace. A day less of fear and more of hope for the happiness of our children.

The world can sigh in relief - the idol of communism which spread social strife, enmity and unparalleled brutality everywhere, which instilled fear in humanity has collapsed. It has collapsed never to rise again. I am here to assure you: We shall not let it rise again in our land.

I am proud that the people of Russia have found strength to shake off the crushing burden of the totalitarian system.

I am proud that I am addressing you on behalf of the great people whose dignity is restored.

I admire ordinary Russian men and women who have preserved their intellectual integrity in spite of severe trials and are enduring tremendous hardships for the sake of the revival of their country.

X X X

Russia has made its final choice in favor of a civilized way of life, common sense and universal human heritage.

I am convinced that our people will reach that goal.

There is no people on earth who could be harmed by the air of freedom. There are no exceptions to that rule.

We have come to know that learning to use the benefits of freedom is not easy. Liberty sets the mind free, fosters independent and unorthodox thinking and ideas. But it does not offer instant prosperity or happiness and wealth to everyone.

This is something that politicians must keep in mind. Even the most benevolent intentions will inevitably be abandoned and committed to oblivion if they are not translated into a multitude of everyday jobs. Our experience of the recent years has conclusively borne that out.

Liberty will not be fooled. There can be no co-existence between democracy and a totalitarian state system.

There can be no co-existence between market economy and power to control everything and everyone.

There can be no co-existence in a civic society which is pluralist by definition and communist intolerance to dissent.

The experience of the past decades has taught us: communism has no human face. Freedom and communism are incompatible.

You will recall August 1991 when for three days Russia was under the dark cloud of dictatorship.

I addressed Moscovites who were defending the White House of Russia. I addressed them standing on the top of the tank whose crew had disobeyed a criminal order.

I will be candid with you - at that moment I feared, but I did not fear for myself.

I feared for the future of democracy in Russia and throughout the world. I was aware what could happen if we failed to win.

Citizens of Russia upheld their freedom and did not allow the continuation of the seventy-year long nightmare.

From this high rostrum I want to express our sincere thanks to President Bush and to the American people for their invaluable moral support of the just cause of the people of Russia.

Last year citizens of Russia passed another difficult test of maturity.

We chose to forego vengeance and the intoxicating craving for summary justice over the fallen colossus known under the name of the CPSU.

There was no replay of history! The Communist party citadel next to the Kremlin, the "Communist Bastille" was not destroyed. There was not a hint of violence against communism in the country.

People simply brushed off the venomous dust of the past and went about their business.

There was no lynch law trial in Russia. The doings of the Communist party over many years have been referred to the Constitutional Court of the Russian Federation. I am confident that its verdict will be fair.

Russia has seen for itself that any delay in strengthening freedom and democracy can throw the society far back.

For us the ominous lesson of the past is relevant today as never before. It was precisely in a devastated country with an economy in near paralysis that bolshevism succeeded in building a totalitarian regime, created a gigantic war machine

and brought into being an insatiable military industrial complex.

History must not be allowed to repeat itself. That is why economic and political reforms are the primary task for Russia today. We are facing challenges no one has ever faced before.

We must:

- carry through unprecedented reforms in an economy that over the last seven decades has been stripped of all market infrastructure;

- lay the foundations for democracy and restore the rule of law in a country that for scores of years has been poisoned with social strife and political oppression;

- guarantee social and political stability in the country as well as maintenance of civil peace throughout the period of transformations.

We have no right to fail in this most difficult endeavor, for there will be no second try. Our predecessors have used them all up.

Therefore we must very carefully budget our energies, we must continuously adjust reform tactics in order to stay on course, however painful this may be, so that the change could be carried through.

"Liberty will not be fooled. There can be no co-existence between democracy and a totalitarian state system."

My job is not an easy one, but in everything I do I have the invaluable support of my wife, my children and most recently - my grandchildren.

Today I am telling you what I tell my fellow-countrymen: I will not go back on the reforms.

We realize our great responsibility for the success of our changes not only toward the people of Russia but also toward the citizens of America and the world.

It is in Russia that the future of freedom in the 21st century is being decided. We are upholding your freedom as well as ours.

I am here to say that we have a firm determination and the political will to move forward. We have proved that by what we have done.

“The world can sigh in relief - the idol of communism which spread social strife, enmity and unparalleled brutality everywhere, which instilled fear in humanity has collapsed. It has collapsed never to rise again. I am here to assure you: We shall not let it rise again in our land.”

- It is Russia that has put an end to the imperial policies and recognize the independence of the Baltic Republics.

- Russia is a founding member of the Commonwealth of Independent States which has averted uncontrolled disintegration of the former empire and the threat of a general inter-ethnic blood bath.

- Russia has granted tangible powers to its autonomous Republics. Their Treaty of Federation has been signed and our nation has escaped the fate of the Soviet Union and has preserved its unity.

- It was Russia that has substantially slowed down the flywheel of militarization and is doing all it can to stop it altogether. Not only have we accepted the nuclear disarmament proposal made by President Bush but we have also launched an initiative calling for reduction in the strategic nuclear arsenals of Russia and the United States from 12,000 to 3,000 warheads.

Today we agree, subject, of course, to a matching progress on your side, to destroy completely the most devitalizing weapons, namely - land based ICBMs and MIRVs.

I am formally announcing that without waiting for the treaty to be signed we have begun de-activating SS-18 missiles targeted on the United States.

- Russia has in fact brought its policies toward a number of countries in line with its solemn declarations of the recent years.

- We have stopped arms deliveries to Afghanistan where the senseless military adventure has taken thousands of Russian and hundreds of thousands of Afghan lives. With external props removed the puppet regime collapsed.

- We have corrected the well-known infatuates in relations with Cuba. At present that country is one of our Latin American partners. Our commerce with Cuba is based on universally accepted principles and is conducted to mutual benefit using world prices.

- It was Russia that once and for all did away with double standards in foreign policy. We are firmly resolved not to lie anymore either to our negotiating partners, nor to the Russian or American or any other people. There will be no more lies.

The same applies to biological weapon experiments and the facts that have been revealed about American POWs, the KAL - 007 flight and many other things.

That list could be continued.

The archives of the KGB and the Communist Party Central Committee are being opened. Moreover we are inviting the cooperation of the United States and other nations in investigating these dark pages.

We have made tangible moves to make contacts between Russian and foreign business communities much easier. Under a recent Presidential Decree foreign nationals who privatize a facility or a building in Russia are given property rights to the plot of land on which they are located.

The decree on bankruptcy has been signed.

Mandatory sale of foreign currency to the State at an artificially low rate of exchange has been ended. We are ready to bring our legal practice as much as possible in line with world standards on the basis of symmetry with each country.

We are inviting private sector of the United States to invest in the unique and untapped Russian market. I hope that the Congress will be instrumental in removing the barriers which still exist in that respect, that it will support the efforts of those who take justified risks.

Now that the period of global confrontation is behind us I call upon you to reassess the current policy of the United States toward Russia and take a fresh look at the longer-term prospects of our relations.

Russia is no longer the same. One has to admit though that certain people in your country are still using concepts and methods of the politics of the old days. Every now and

then attempts are made to artificially impose obsolete standards brought into being by a different epoch on new realities. This equally applies to us.

Let us together master the art of reconciling our differences on the basis of partnership - which is the most efficient and democratic basis possible. This would come naturally both for the Russians and the Americans.

If this is done many of the problems which are now impeding mutually advantageous cooperation between Russia and the United States will become irrelevant.

It is not at all a wasteful endeavor; on the contrary it will put an end to the meaningless waste of enormous resources; it will be truly beneficial to the American and the Russian people. Such cooperation would promote a more efficient solution of your problems as well as ours primarily by way of creating new jobs.

History is giving us a chance to fulfill President Wilson's dream, namely to make the world safe for democracy.

More than 30 years ago President John F. Kennedy addressed these words to humanity: "My fellow citizens of the world, ask not what America can do for you, but what together we can do for the freedom of man."

I believe that his inspired call for working together toward a democratic world is addressed primarily to our two peoples - to the people of America and the people of Russia.

Partnership and friendship of our two largest democracies in strengthening democracy is indeed a great goal.

Joining the world community, we wish to preserve our identity, our own image, history, to promote culture and strengthen moral standards of our people.

We find relevant the warning of the great Russian philosopher Berdyaev who said "To negate Russia in the name of humankind is to rob the humankind."

At the same time, Russia does not aspire to change the world in its own image.

It is the fundamental principle of the new Russia to be generous and to share experience, moral values and emotional warmth rather than to impose and coerce.

It is the tradition of the Russian people to repay kindness with kindness. This is the bedrock of the Russian lifestyle, the underlying truth revealed by the great Russian culture.

Free and democratic Russia will remain committed to this tenet.

Today free and democratic Russia is extending its hand of friendship to the people of America.

Acting on the will of the people of Russia, I am inviting you and through you, the people of the United States, to join us in partnership in the name of a worldwide triumph of democracy, in the name of liberty and justice in the 21st century.

The Russian-U.S. dialogue has gone through many a dramatic moment, but the peoples of Russia and America have never gone to war against each other. Even in the darkest period, our affinity prevailed over our hatred.

"Every man is a man of his own time. No exception is ever made for anyone - whether an ordinary citizen or the President. Much experience has been gained, many things have been reassessed."

In this context I would like to recall something that took place fifty years ago.

The unprecedented world war was raging. Russia which was bleeding white and all our people were looking forward to the opening of the second front. And it was opened. First and foremost thanks to the active stand taken by President Roosevelt and the entire American people.

Sometimes I think that if today like during that war a second peaceful front could be opened to promote democratic market reforms, their success would be guaranteed.

The adoption by the Congress of the Freedom Support Act of 1992 could become the first step in this direction.

Every man is a man of his own time. No exception is ever made for anyone - whether an ordinary citizen or the President. Much experience has been gained, many things have been reassessed.

I would now like to conclude my statement with the words from a song by Irving Berlin - an American of Russian descent: "God Bless America," to which I will add: "and Russia."



During the field training exercise, PFC Clarence Bell, HSC, 711th MI Bn, applies camouflage to SSgt. James Hayden, Maint. Co., 711th, before the start of common task testing at Lagerlechfeld Training Area.

711th MI Battation conducts training

Story, photos by SSgt. Eric E. Parris
701st MI Brigade PAO

Tough, realistic training was the hallmark of the recent Field Training Exercise (FTX) conducted in two-day cycles by the 711th Military Intelligence Battalion at the Lagerlechfeld Training Area.

The primary objectives of the FTX, according to SSgt. Jemssy Alvarez, operations NCO for the exercise, were to conduct weapons qualification—to include night fire and complete common task testing for 1992. Secondary objectives included hand grenade qualifications, use of land navigation skills, map reading and a 10K road march.

About 230 soldiers from the 711th MI Battalion, more than 20 from the 714th MI Battalion and six German soldiers from the 711th partnership unit participated in one of the six two-day cycles. "We wanted to put the soldiers in a realistic field environment," Alvarez said. And for almost two days at a time, they did just that.

Day one focused on weapons qualification, CTT testing and night land navigation, while the second day had offensive and defensive operations and the road march. The pace of the training kept the soldiers busy and on-the-move. "The soldiers were definitely challenged," 1st Lt. Jeremy Dick, OIC

for the FTX said. "The training was realistic and went extremely well."

Common task testing included maintenance and performing a function check on the M16A1 rifle, wearing MOPP gear, react to chemical and biological hazards, first aid and map reading. Cadre from the 711th MI Battalion conducted the testing and retraining, when necessary, Dick said.

"The cadre was top notch," Dick said of the 25 soldiers who put the time and effort into the training. Alvarez added that they worked well together and got the mission accomplished.

Alvarez explained that the results from the testing will be tabulated in a data base and provided to the battalion and companies. He added that with the information they will get, the companies can assess their strengths and weaknesses.

In addition to the assessment of the soldiers and their skills, Alvarez was pleased with the overall organization of the FTX. "We learned some lessons from the first FTX, Bold Venture, and improved on that," he said. Sgt. James Pratt, Maintenance Co., one of the cadre members, commented that the FTX went well and he liked the way it was run.

Arlington Hall Station passes mid-century mark

By Phoebe Russo
INSCOM, PAO

Fifty years have passed since the Army claimed Arlington Hall Station, in northern Virginia, and made it into a military intelligence base. Arlington Hall, in early 1942 and in prior years, was a college and finishing school for young high school women graduates. It was this property of one-hundred acres that the Army wanted to claim for its own. A court-imposed settlement of \$650,000 secured the property for the U.S. Army -- this was \$190,000 less than the asking price of Arlington Hall's trustees.

On June 10th, 1942, the U.S. Army took possession of Arlington Hall Station and in July of that same year, the Station was officially organized as an "exempt" military post under the Military District of Washington. One of the first moves into the new building was by the Signal Intelligence Service (SIS) in August 1942, followed by the 2nd Signal Service Battalion, previously located in Washington, D.C.

Since the existing facilities, remaining from the days of the girls' school, were inadequate to serve the Army's needs, new buildings were erected in late 1942 and early 1943 -- these were Operations A and B Buildings, in addition to barracks for the enlisted soldiers. In 1944 more barracks were constructed on the Army post for the female members of the U.S. Army -- the Women's Army Corps (WAC's). Troop support facilities such as the post exchange, theater, and recreational center were also built at this time.

During the days of World War II, the Army post was operating on a round-the-clock basis and on a six-day work week. By the end of World War II, there were approximately 5,700 civilians and 2,250 military personnel, including 1,000 WACs working there.

During World War II, the Signal Intelligence Service underwent a name change and became the Signal Security Agency (SSA) in July 1943. Another name change came about in 1945 -- this was from the Signal Security Agency to the Army Security Agency. The Army Security Agency

exercised direct control of the Army's intelligence needs.

At the end of World War II, units were deactivated and the military and civilian work forces dropped drastically -- the civilian force dropped by half of what it was during the war. The war years, now over, brought different changes to Arlington Hall. Various units and activities relocated elsewhere.

Expansion and deactivations of units and battalions were rapidly taking place at Arlington Hall Station. Reorganizations such as the Central Cryptologic Agency became the National Security Agency and moved to Fort George G. Meade, Md. Other intelligence and security agencies came and went.

It was in January 1977 that the U.S. Army Security Agency became what we know today as the U.S. Army Intelligence and Security Command. This new command represented a merger of Army intelligence functions. Its main headquarters remained at Arlington Hall Station until its move to Fort Belvoir, Virginia, in August 1989.

Other state and federal government agencies took over Arlington Hall Station on the departure of the U.S. Army Intelligence and Security Command. The National Guard Bureau (national level) is now erecting, on a part of the grounds, a new high rise building. Also, the Foreign Service Institute of the U.S. Department of State, will soon be expanding its location from the Washington, D.C. area to the green hillsides of northern Virginia, the area made famous by their predecessor, Arlington Hall Station, and its tenants.

As far as the U.S. Army Intelligence and Security Command is concerned, it will continue, at its present location at Fort Belvoir, to march into the future with all the advantages of new technology. The U.S. Army Intelligence and Security Command will lay the ground work for a better tomorrow, a time for peace and understanding throughout the world.

World War II

The Principles of War in historical perspective

By Dr. John P. Finnegan
INSCOM, History Office

Maneuver

The principle of maneuver embodies altering the balance of combat power by the relative repositioning of forces *vis a vis* those of the enemy. The classic instance of successful maneuver was the massive double-envelopment executed by the Carthaginian general Hannibal at the Battle of Cannae, in which a whole Roman Army was deftly pocketed and killed.

World War II affords us many instances of successful maneuver battle. We have already discussed the German *blitzkrieg* against France in May 1940 as a successful example of the application of mass and economy of force, but it can be looked at with equal validity as a triumph of maneuver. Once the German Army had broken through the weak center of the French line at Sedan, its rapidly-moving armored columns were able to slice all the way across France to the sea, severing the communications of the French and British armies which had marched forward to defend Belgium. Only British sea-power averted another Cannae, and even then the British Army lost all of its heavy equipment when it evacuated from Dunkirk.

In the Pacific War, the adroit maneuvers carried out by General Douglas MacArthur in his "island-hopping" campaign bypassed and isolated the main centers of Japanese strength while maintaining a rapid tempo of advance. In one of the most famous of these strokes, MacArthur found his forces confronting the Japanese Eighteenth Army in the inhospitable jungles of New Guinea. Rather than forcing a battle on unfavorable terrain, MacArthur made a daring end-run around his enemy, landing an amphibious force 580 miles behind enemy lines at Hollandia, New Guinea, in April 1944. The Japanese had never anticipated that MacArthur would attempt so audacious a forward leap, and Hollandia was defended only by service troops. Outmaneuvered and isolated, the Japanese Eighteenth Army was left to wither on the vine

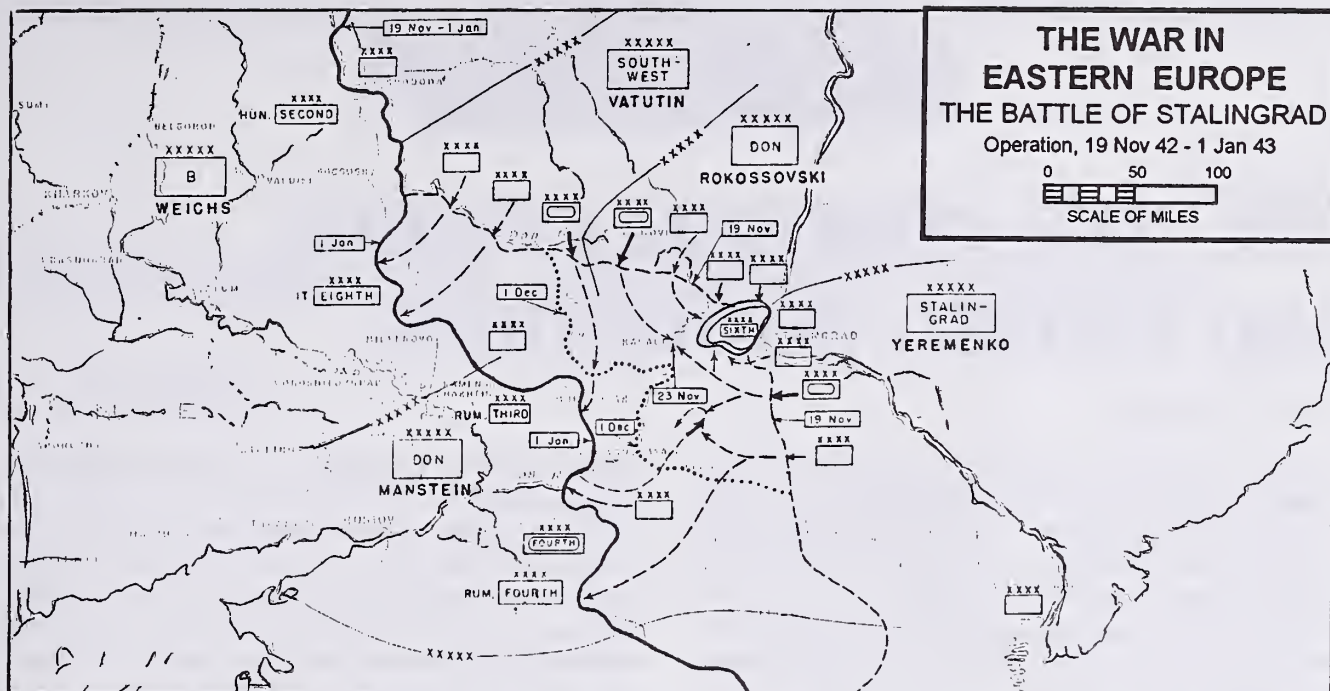
while MacArthur made further advances up New Guinea to the Philippines.

Perhaps the most famous maneuver campaign of World War II, however, was the one conducted by the Soviet Army at Stalingrad on the Volga River in 1942-1943. This was a true historical turning point, since it was the first time that a whole German army had been forced to surrender, and the first time that Soviet commanders began to demonstrate the mastery of the operational art that would later lead them to the streets of Berlin.

The battle of Stalingrad came about as a result of Operation BLUE, Adolf Hitler's plan to seize the initiative on the Eastern Front in the summer of 1942 by overrunning the grain belt and oilfields of Southern Russia. To obtain these vital economic objectives, Hitler launched two Army groups towards the Caspian Sea. The northern part of this advance was executed by Army Group B, spearheaded by the Sixth Army and the Fourth Panzer Army, which drove southeast along the line of the Don River. To the south, Army Group A crossed the Don below the point where it bent southwest and advanced on the oilfields. At first, the Germans carried all before them, advancing hundreds of miles while shredding the unfortunate Russian formations in their path. But fuel supplies soon ran short, and the very success of the German advance dispersed their forces. By the fall of 1944, the German offensive had reached its culminating point, the southern prong stopped by the Caucasus Mountains, the northern by unexpectedly stubborn Russian resistance at a city on the west bank of the Volga called Stalingrad.

Originally, Stalingrad had not been a priority military objective, just a city that happened to lie on the axis of the German advance. But it was here that the Soviet High Command ordered General Chuikov and his 62d Army to make their stand. And as the battle developed, it developed into a contest of wills between Hitler and Stalin. The very name of the city made it something Hitler wanted to smash at all costs. Stalingrad, however, was a tough nut to crack. The Soviet perimeter shrank under relentless German attack, and Ger-

This is Part VI, Maneuver, in a series of articles on the Principles of War in Historical Perspective: The World War II Experience.



man artillery and dive bombers blasted the city to rubble. But Soviet troops and militia stubbornly fought on from the ruins, and the German armored spearhead became inextricably tangled in the wreckage of Stalingrad's streets. Streetfighting went on day and night in a ghastly battle of attrition that lasted from August to November.

Meanwhile, the German position was becoming strategically untenable. The troops Hitler had committed against Stalingrad were fighting at the tip of a long and awkward salient with a line of communications that stretched back 400 miles to their base at Voronezh, and the forces in the Caucasus were even more exposed. The ferocity of the fighting at Stalingrad had sucked all available German reserves in Army Group B into the cauldron, the flanks of the Germans attacking the city were screened only by Rumanian satellite troops who were poorly armed and equipped, and Army Group A was too far away to offer any support. However, Hitler insisted that the attack go on. By mid-November, the Russian bridgehead on the west bank of the Volga had shrunk to a depth of just a thousand yards, and some sort of success to justify the enormous German losses seemed at hand.

Hitler was wrong. Not for the first time, he had underestimated his opponents. The Soviet High Command, having patiently assembled reserve forces, was now positioned to deliver a massive operational counterstroke, using the resources of three whole *fronts*— army group equivalents. Soviet Marshal Zhukov and Colonel-General Vasilevskii had carefully planned Operation URANUS as their riposte. The plan envisaged a gigantic double envelopment of the entire German army before Stalingrad, with two sets of pincers striking from north and east at the weak flanks guarded by the Rumanians. An inner set of pincers would cut off the besiegers, an outer set prevent any relief from the outside.

RIF rule changes protect top civilian performers

By Evelyn D. Harris

There is a saying, "If your neighbor loses his job, it's a recession. If you lose your job, it's a depression."

DoD officials have promised to try to downsize the Defense Department primarily through attrition. Still, officials said, there will be some reductions in force.

People with good performance records will be less vulnerable to RIFs thanks to recent Office of Personnel Management policy changes. The changes give employees retention credit for the three most recent annual performance ratings within four years.

Under the old rules, only ratings in the three years preceding the RIF counted. Tom Glennon of the Office of Personnel Management said the new rules better ensure employees competing for jobs during a RIF receive credit for three actual ratings. Glennon specializes in reduction-in-force policy.

He explained the old regulation could penalize employees whose supervisors, for whatever reason, failed to prepare three timely annual appraisals in three years. An employee with two appraisals in three years received an assumed "fully successful" on the missing rating. So employees lost credit if they actually received "outstanding" on the missing rating. So employees lost credit if they actually received "outstanding" or "exceeds fully successful" on a late appraisal.

Employees with the most time in service have the most protection from a RIF. Good performance ratings add to time in service. Each "outstanding" rating adds 20 years of service. Each "exceeds fully successful" rating adds 16 years, while each "fully successful" adds 12 years. Thus, an em-

ployee with one of each receives credit for an additional 48 years of service.

To lessen administrative hardships, agencies can use either the new four-year period or the old three-year period until Jan. 19, 1993. But agencies must be consistent in awarding additional service credit for reduction-in-force purposes and document the procedures in their performance appraisal systems. The revised regulation also requires agencies to save performance ratings for four years instead of three.

Another rule change regards offering temporary employment. Under the new rules, agencies cannot offer temporary jobs to employees threatened by a RIF unless the only alternative is separation.

The Office of Personnel Management clarified rules involving agencies that reassign RIF-affected employees by waiving less critical job qualifications. Agencies can waive only some qualifications of vacant positions. The employee still must meet minimum educational qualifications and possess the skills and adaptability needed to perform satisfactorily in the new position. Employees must fully qualify before they can be assigned to an occupied position.

Finally, the RIF rules now clarify a longstanding policy that displaced employees' new jobs need not have the same promotion potential as their old positions. For an agency, finding new jobs is what counts—reassignments can be from jobs with promotion potential to jobs with none or vice versa. Employees retain the same career status and tenure in their new positions.

AFIS



Organizational inspection program

By Lt. Col. Daniel Scarfo
INSCOM, IG Office

Recent inspections have highlighted a weak point within the inspection programs of several INSCOM units. As part of the inspection of a functional area, IG inspectors routinely review the last unit inspection (command or staff inspection) as well as any Internal Control checklists available for the functional area.

Unit inspections rely on internally developed inspection checklists, while the Internal Control Program utilizes checklists developed at Department of the Army level. By cross-referencing these two documents, it is possible to assess the effectiveness of both programs or quickly identify discrepancies in the functional area.

The Internal Control checklist can serve as an excellent reference for development of the unit's inspection checklists. Unfortunately, units are not combining or even cross-referencing these programs, and some deficiencies are not being detected in a timely manner, or in some cases, are not being detected at all.

All units should require inspectors to utilize both locally developed inspection checklists and Internal Control checklists. This will ensure that key elements of unit functional areas are inspected while simultaneously assessing the effectiveness of both programs.

Assessment of FM 25-100 and 25-101

By Capt. Richard Cercone
INSCOM, IG Office

A year has past since we conducted an assessment of the implementation of the Army's new training doctrine, FM 25-100 (Training the Force) throughout INSCOM. Although we briefed the assessment to the Commanding General in August 1991 and to the Commanders' Conference in September 1991, it may be helpful to review it again:

- Although all MSC's had made progress in the development of METL, battle tasks, collective tasks, and leaderbooks, refinements and realignment of tasks between echelons of command were required to some degree in most units.

- The basic concept of "battle focus" need further review to ensure all programs are in compliance with doctrinal guidance to maintain a clear focus on mission essential wartime tasks.

- War plans and applicable external directives were the primary inputs to METL development within the MSC's as required by the new doctrine.

- It was noted that in almost all MSC's, NCO's were actively involved in the METL development process and training.

- Progress of program implementation was down to company level, with most units working on the development of individual tasks, conditions, and standards. Developments of leaderbooks was just beginning in most units.

- Although progress varied from unit to unit, two elements had made significant progress. First, the unit had begun implementation with a well developed plan of action complete with milestones and IPR's. Second, implementation began with a detailed training program to ensure all personnel fully understood the new doctrine.

- The assessment revealed that although some problems exist, all MSC's were actively involved in implementing and assimilating the new training doctrine. Progress within the MACOM is even more noteworthy considering the limited guidance available in the FM's for combat support/combat service support units, units organized under TDA's vice TOE's or those units with limited training time given their intensive daily mission.

Personnel security program

Submitted by DCSSEC

The sole purpose of the personnel security program is to protect classified information. This article will provide a better understanding of how the program is structured and where you, as an individual with access to Sensitive Compartmented Information (SCI), fit into that structure.

Everyone who is eligible for access to SCI has a Top Secret (TS) clearance, but not everyone with a TS clearance is eligible for access to SCI.

A conventional security clearance is normally all that is required for access to collateral classified information. Such a clearance is an administrative determination that is based, broadly speaking, upon a satisfactory National Agency Check (NAC) and, where necessary, a background investigation covering the last five years of your life or back to your 16th birthday. Conventional clearances are issued for three levels of importance: Confidential, Secret and Top Secret.

To be eligible for access to SCI, an individual must have a TS clearance and must also meet more stringent criteria established by the Director of Central Intelligence (DCI), which includes satisfactory completion of a Single Scope Background Investigation (SSBI) covering the past 15 years of your life or back to your 16th birthday.

You will hear the term "standards" frequently when discussing access eligibility. These standards are found in Director Central Intelligence Directive 1/14 and state that approval on a need-to-know basis for access to SCI requires that the individual be stable, trustworthy, reliable, of excellent character, judgement, and discretion and of unquestioned loyalty to the United States. Normally, the individual and members of his or her immediate family must be United States citizens.

Some of you entered the system during Recruit Training at which time you completed the necessary SSBI paperwork and were interviewed by a Security Specialist. Other military and civilian personnel undergo much the same process (i.e., SSBI paperwork and security interview). The paperwork is then submitted to the Defense Investigative Service (DIS) where the investigation is done. Once DIS completes the investigation, it is then sent to the U.S. Army Central Clearance Facility (CCF) who then issues a statement of your eligibility (Green Mailer) to your personnel security manager for SCI access.

The same process applies to the Single Scope Background Investigation Periodic Review (SSBI-PR). Every five years,

you are required to once again complete the necessary paperwork and undergo an investigation and subsequent favorable adjudication.

Actual access is determined by a "need-to-know" and is a totally separate action from granting a clearance or SCI access eligibility. Usually, the position you will occupy determines the degree of access you will require.

Maintaining your access to SCI cannot be viewed as a once-every-five-year event when the SSBI-PR is underway. It is a daily process. Your commanding officer can and will withdraw access if a situation indicates that action is in the best interest of national security. Doubt regarding any aspect of an individual's trustworthiness, integrity, loyalty, etc., must be resolved in favor of the government. Hence, financial difficulties, alcohol and drug abuse, sexual indiscretions, relationships with foreign nationals, etc., which could develop into security concerns warrant attention and early resolution.

It is worth noting that the emphasis on our personnel security process is not to "screen out" personnel, but rather to "screen in" and retain a professional community. And every community has problems of some magnitude. The important difference in ours is the belief that the early identification of potential security problems can lead to resolution before it becomes necessary to debrief.

What are your responsibilities? First, to know what the personnel security standards are and then to perform within those standards. Second, and perhaps the more difficult, is accepting the responsibility to protect national security by being part of the team that works to maintain a professional and trustworthy community.

INSCOM is a relatively small organization. One distinct advantage we enjoy is sharing tours at future duty stations with established friends. Our assignments are generally at INSCOM commands where the organizational structure is basically the same. There is comfort in familiarity.

Your access to SCI and/or collateral information carries with it the responsibility to make mature judgements regarding your lifestyle. We all make mistakes. What we do about them can mean the difference between a long, satisfying career and an abrupt change in employment.

If you have problems, don't wait until you are off the track and the problem reaches a hopeless magnitude. Your security office is always there to help you.



**INSCOM'S
TEN COMMANDMENTS
"CARING FOR INSCOM PEOPLE"**



- Put Service to others before self.
- Listen with a desire to render assistance, not resistance.
- People you meet should become friends and opportunities, not adversaries and misfortunes.
- Be concerned about the welfare of others.
- Appreciate the uniqueness and value of others while acknowledging your own.
- Seek "Ways To" not "Why I Can't".
- Inspire hopes and smiles.
- Respect the right of others to choose their own beliefs and develop their own values, different though they may be from your own.
- Always assist every person you meet, if only in helping them to find the right office.
- Find in every person you meet something new to learn and a chance to grow.

By MSgt. Montie G. Elston
Chaplain Senior Assistant
INSCOM, Chaplain's Office

Assessing METL everyday

By Capt. Patricia Buel
IAOPS-FM-TR-P

Assessing our Mission Essential Tasks can be a tough job. Combat Arms units have a mission to be prepared for conflict. They train for their METL tasks daily and evaluate their proficiency through regular training exercises. Combat Support and Service Support units have the mission of being prepared for conflict but we also have live, real-time missions that we perform on a daily basis. Our METL includes these peacetime missions. As we in INSCOM know, assessing proficiency of these daily METL tasks is often the hardest job of all.

FM 25-100, Training the Force, and FM 25-101, Battle Focused Training, tell us that the assessment of METL tasks should be the basis for all of our training. After all, how can we determine what we need to train on if we don't know what we can or cannot do. So the question becomes "How do we effectively evaluate our daily operations?" This is the challenge that we face.

First, we must recognize that daily mission support activities constitute the majority of our training. We don't have to plan field training exercises to practice our METL tasks because we perform our wartime missions, from intelligence collection to soldier support, on a daily basis. We use field exercises to change the conditions we operate under and to practice that small percentage of tasks that we don't do every day. Recognition of daily performance of METL tasks must begin with the commander and include every member of the unit.

The second step, which is also the tricky part, is making a conscious effort to objectively evaluate our daily opera-

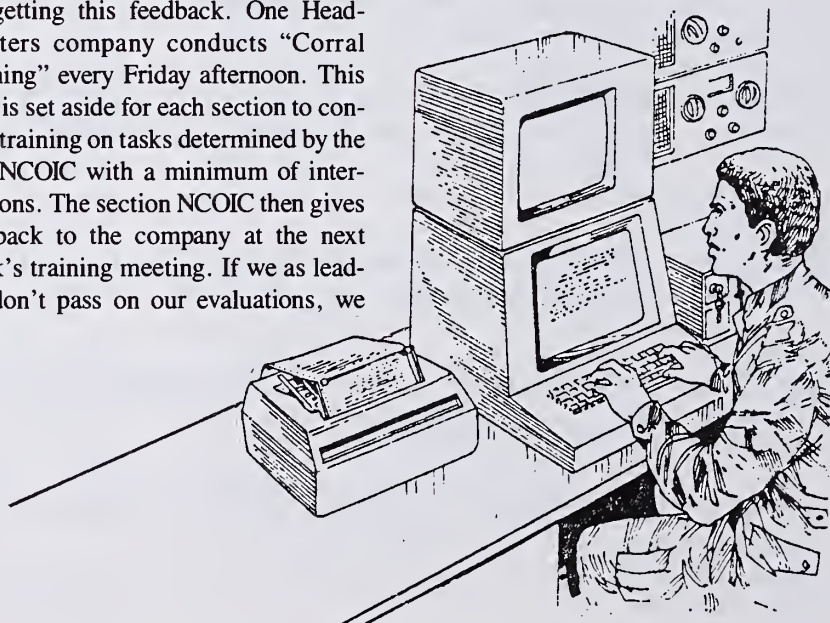
tions. Army regulations or other directives cover many of our daily tasks. The FM 25 series gives us two tools for evaluation—checklists and leader books. We need to take the time to record our observations/evaluations in our leader books, which should contain both Army common and MOS specific tasks. We also have to recognize 'hiccups' in our daily performance for just that—hiccups. We often get so busy doing our job that we forget to evaluate and record daily performance of tasks until an inspection or counseling session rolls around. Leaders should take a few minutes each week to record their observations and evaluations in the leader books.

Finally, and most importantly, we must get feedback to our training managers. As leaders, we have a responsibility to share our evaluations of our subordinates' daily performance. Each unit should have a mechanism in place for getting this feedback. One Headquarters company conducts "Corral Training" every Friday afternoon. This time is set aside for each section to conduct training on tasks determined by the OIC/NCOIC with a minimum of interruptions. The section NCOIC then gives feedback to the company at the next week's training meeting. If we as leaders don't pass on our evaluations, we

have cut ourselves out of the training cycle. By actively participating in the training cycle, we allow our commanders to get a better picture of where the unit stands in terms of METL proficiency and we eliminate wasting our soldiers' time by conducting extensive training on a task when sustainment training is all that they require.

Assessing METL proficiency in a combat and service support unit can be done easily. All it takes is the recognition of daily mission performance as training, a conscious effort to evaluate our performance and a feedback mechanism to get our evaluations to the training managers.

(We recently solicited training initiatives from our MSC's. Look for an article or message in the near future sharing the responses with all of INSCOM. We welcome any and all ideas on how to make assessment of METL tasks a part of our daily life.)





DoD Toughens Urinalysis Standards

By Jim Garamone

The Department of Defense recently toughened the urinalysis standards used in detecting cocaine, officials said.

"The tests are so good and so accurate, we've been able to toughen the standards," said Sharon Cooper, director of the Pentagon's Demand Reduction Office. "The amount of cocaine that will show a positive now is smaller." The new test level as of Jan. 1 is 100 nanograms a milliliter for a positive. The old level was 150 nanograms a milliliter.

In addition to toughening cocaine standards, DoD will increase emphasis on detecting amphetamines, methamphetamines and hallucinogens. The standards will not change, but DoD will test more for these substances.

The Demand Reduction Office—part of the Office of the DoD Coordinator for Drug Enforcement Policy and Support—sets policy and standards for the armed services' urinalysis programs. In addition, it's involved with educational programs to warn and educate service members and their families of the dangers of drug abuse.

Other government officials have held up the DoD program as an example of the effectiveness of drug demand reduction policies. DoD figures for 1980 show 27 percent of those in the military admitted they had used some illegal substance within the last 30 days. In 1988—the most recent data available—that figure dropped to 4.8 percent. "Commanders in the field are saying they have better troops, and productivity has improved," Cooper said. "The military effort is being held up as a flagship for other government agencies and private corporations. We were the first with a 'Zero Tolerance' program, we were the first with urinalysis, we were the first government agency to test civilian workers, and we were the first to require contractors to test certain employees.

"The lessons we have learned can be transferred," she said.

The biggest lesson is that a demand reduction program needs the "stick" of a deterrence/detection program to work. "Education alone, without urinalysis, is less effective," she said. "People know there are real penalties if they use drugs. In the military, only junior enlisted may get a second chance."

The urinalysis program is effective from several levels. Those people who might be tempted to experiment with drugs are deterred from experimenting by detection through urinalysis. The "second-level" user—one who dabbles in illegal substances—may not be deterred from using, but may not take as much or as often.

For the hard-core user, urinalysis will detect them and get them out of the service.

The same deterrence works for industry. "Those who have developed a urinalysis program—DoD contractors are prime examples—have noticed better productivity, they've had fewer health problems, and accident rates have gone down," Cooper said.

More people with drug problems are calling the office. "These calls are from people asking how they can get help before they are detected," she said. "The program is so credible that people believe it's only a matter of time before they get caught. It's a far cry from when the program was introduced."

She anticipates no great changes in the urinalysis program. "The tests are cheaper now," she said, "so there certainly will be no reduction in testing. This is not the kind of program you can declare victory in and shift the funds to another area. You have to maintain it."

AFIS

COMMANDER
USA INSCOM
ATTN: IAPA
FT. BELVOIR, VA. 22060-5370



New uniform changes coming

From head to toe, soldier's uniforms are changing. An update on these new looks was recently released by the Soldier Policy Division, Office of the Deputy Chief of Staff for Personnel.

The Army has adopted the Marine Corps' style for the all-weather coat, said Col. Terry Hulin, Chief of the Division. The Army coat is black, double breasted and belted.

Hulin said going with the Marine style is less expensive than creating a new coat. "Because the design specifications are already there. It's also cheaper for the Department of Defense to order greater quantities of the one model for two services," he said.

The new coat's material will be 65 percent polyester and 35 percent cotton, which should hold the color better than the current material, according to the Soldier Policy Division update. At first, the new design will be made from existing half-polyester-half-cotton fabric until that stock is depleted. Men's sizes are now available; women's coats should be available in late summer.

The coat, in its new fabric, is expected to appear in clothing sales stores by the end of the year. The tentative possession date is October 1, 1997.

The windbreaker also has a new look, with a zipper front, inverted welt pockets, shoulder loops, knitted waistband and sleeve cuffs. The women's style has bust darts. Officers' jackets have a knitted collar; the enlisted style has a shirt-type collar. The outer fabric is a polyester/wool blend, with a water-resistant finish. It should only be dry cleaned.

The new windbreaker is now available: The old style may be worn until September 30, 1993.

Another item of cool-weather clothing is the black pullover sweater, which is now acrylic, instead of wool. This optional-purchase sweater has the same design as the "wooly pully."

Selected soldiers are evaluating the lightweight sweater now. The sweater was expected to be available this summer, but that depends on the test results and any design changes that may be needed, Hulin said.

By October 1, all officers should be wearing shoulder marks with black background, rather than the green background. General officers were required to have the black shoulder marks by October 1, 1990. Women should not be wearing the black beret anymore, the Soldier policy Division update stated. September 30, 1991 was the end of its authorization; now, all soldiers must have two garrison caps. Soldiers who haven't yet bought the Army Physical Fitness Uniform, the deadline was April 1. The APFT uniform now consists of two T-shirts, two pairs of shorts and the sweat suit.

Black is now the color for jungle boots, according to the Soldier Policy Division. Available now, the boots are more durable and feature speed laces.

In 1986, the Army Chief of Staff authorized the Army-wide optional wear of jungle boots, except where uniformity is required, such as in formations. Soldiers may continue wearing the old green boots as long as they're available and serviceable. Finally, the Army is phasing out the OG 408 green cushion-sole sock in favor of a black sock. Again, this is in the interests of saving money by using the same item another service has—this time, the Air Force, Hulin said. Soldiers may continue to wear the green socks as long as they're available, when they're unserviceable, they should be replaced with the black. The black cushion-sole sock became available in November 1991: The Army will begin issuing it to new soldiers in Fiscal 1993. A date has not been set for the exclusive wear of black socks. **ARNEWS**